



The Council on Virginia's Future

Overview and Progress Update



May 21, 2009

Outline

- ❖ Overview of the Agenda
- ❖ 2009 Workplan and Organizational Framework
- ❖ Highlights
 - ▶ Assessment / Virginia Performs
 - ▶ Productivity Improvement
 - ▶ Special Issues Development: Educational Attainment
- ❖ Other Material (Tab 5)
 - ▶ CoVF Update
 - ▶ Agency Key Measures Update
 - ▶ Productivity Measures Update
 - ▶ Description of New Administrative Measures
 - ▶ The Virginia Report: Educational Attainment

Agenda

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- | | |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I. Welcome and Opening Remarks | <ul style="list-style-type: none">• <i>The Honorable Timothy M. Kaine, Governor and Council Chair</i> |
| II. Overview of the Agenda and 2009 Update and Workplan (Tab 1) | <ul style="list-style-type: none">• <i>Jane N. Kusiak, Council Executive Director</i> |
| III. Educational Attainment | |
| 1. Current Climate and Initiatives | <ul style="list-style-type: none">• <i>John O. (Dubby) Wynne, Council Vice Chair</i>• <i>The Honorable Whittington W. Clement, Chair, State Council of Higher Education for Virginia</i> |
| 2. Discussion of Opportunities and Options for Increasing Educational Attainment (Tab 2) | <ul style="list-style-type: none">• <i>Dennis P. Jones, President, National Center for Higher Education Management Systems (NCHEMS)</i>• <i>Patrick J. Kelly, Senior Associate, NCHEMS</i> |
| IV. Moving the Meter: Agencies Respond | |
| 1. Productivity Improvement: DMV (Tab 3) | <ul style="list-style-type: none">• <i>Karen Chappell, Deputy Commissioner for Operations, Department of Motor Vehicles (DMV)</i>• <i>Tully Welborn, Project Manager, Systems Redesign, DMV</i> |
| 2. Outcome Enhancement: Foster Care (Tab 4) | <ul style="list-style-type: none">• <i>Raymond R. Ratke, Special Advisor for Children's Services</i> |
| V. Next Steps | <ul style="list-style-type: none">• <i>Jane N. Kusiak</i> |
| VI. Closing Remarks | <ul style="list-style-type: none">• <i>The Honorable Timothy M. Kaine</i> |
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2009 Workplan and Organizational Framework



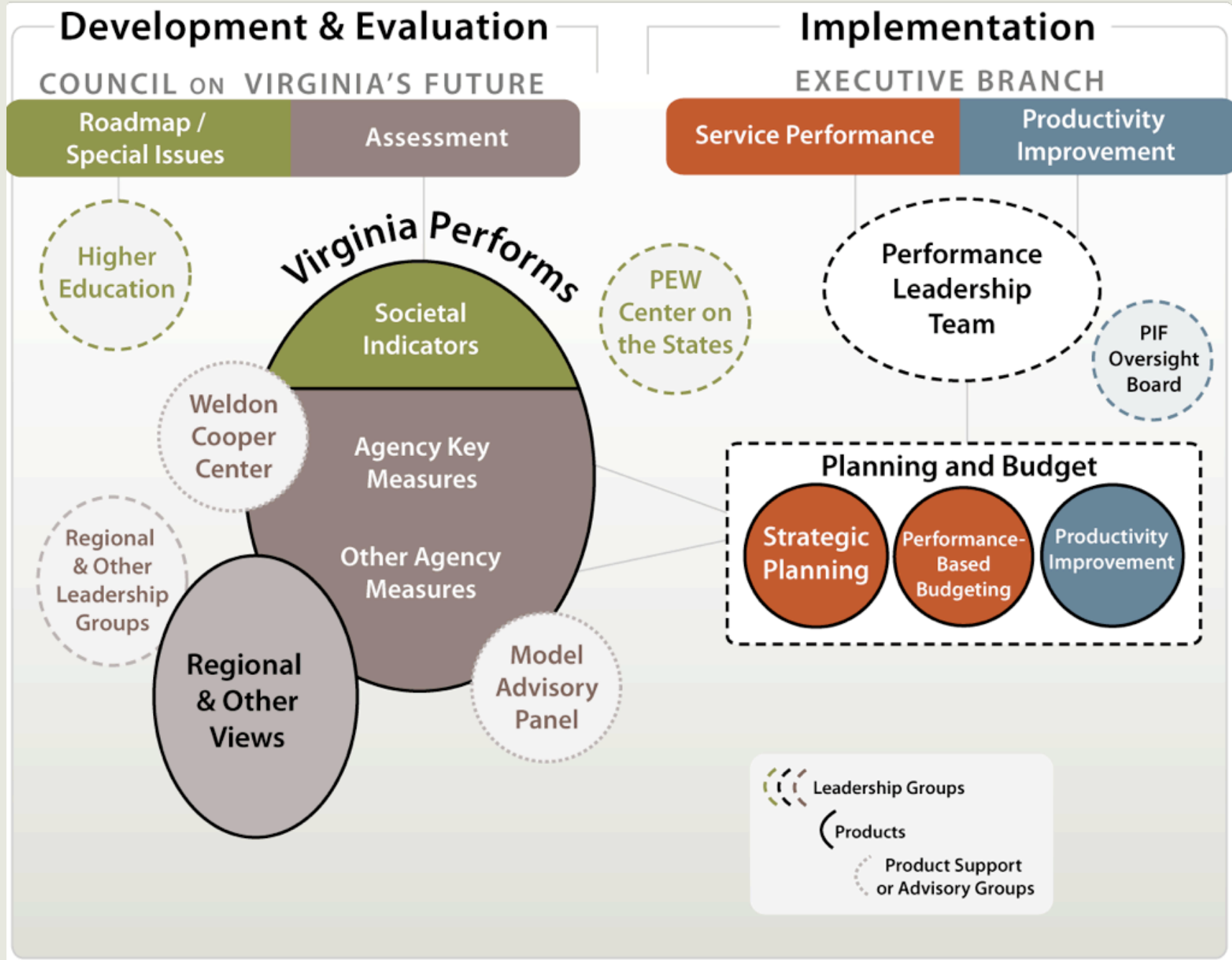
2009 Workplan Highlights

Council

Executive Branch

Roadmap and Special Issues Development	Assessment	Service Performance (Strategic Planning and Performance Budgeting)	Productivity Improvement (Efficiency and Effectiveness)
<p>Purpose</p> <p><i>Refine the Roadmap for Virginia's Future.</i></p>	<p>Purpose</p> <p><i>Refine Virginia Performs.</i></p>	<p>Purpose</p> <p><i>Improve state government planning, budgeting, and performance management.</i></p>	<p>Purpose</p> <p><i>Enhance state government's productivity improvement and change management.</i></p>
<p>Continue an emphasis on educational attainment:</p> <ul style="list-style-type: none"> • Develop a data-driven approach to identify high-value opportunities to strengthen the student pipeline in Virginia. • With partners, develop options for improving Virginia's higher education attainment rates. 	<ul style="list-style-type: none"> • Continue to enhance and refine service, productivity, administrative, and other performance measures and data. • Enhance site functionality with improved reporting, mapping, and navigation features. • Launch regional versions of Virginia Performs, beginning with Hampton Roads. 	<p>Continue to enhance core planning and budgeting systems:</p> <ul style="list-style-type: none"> • Publish new agency executive progress reports to increase transparency and provide an integrated view of performance issues and opportunities for improvement. • Strengthen the links between outcomes and budget decision-making. • Implement a new performance-based budgeting system by September 2010. 	<ul style="list-style-type: none"> • Continue development of productivity improvement initiatives. • Promote continuous improvement within state government.
www.future.virginia.gov	www.VaPerforms.virginia.gov	www.dpb.virginia.gov	www.pif.virginia.gov

Organizational Framework





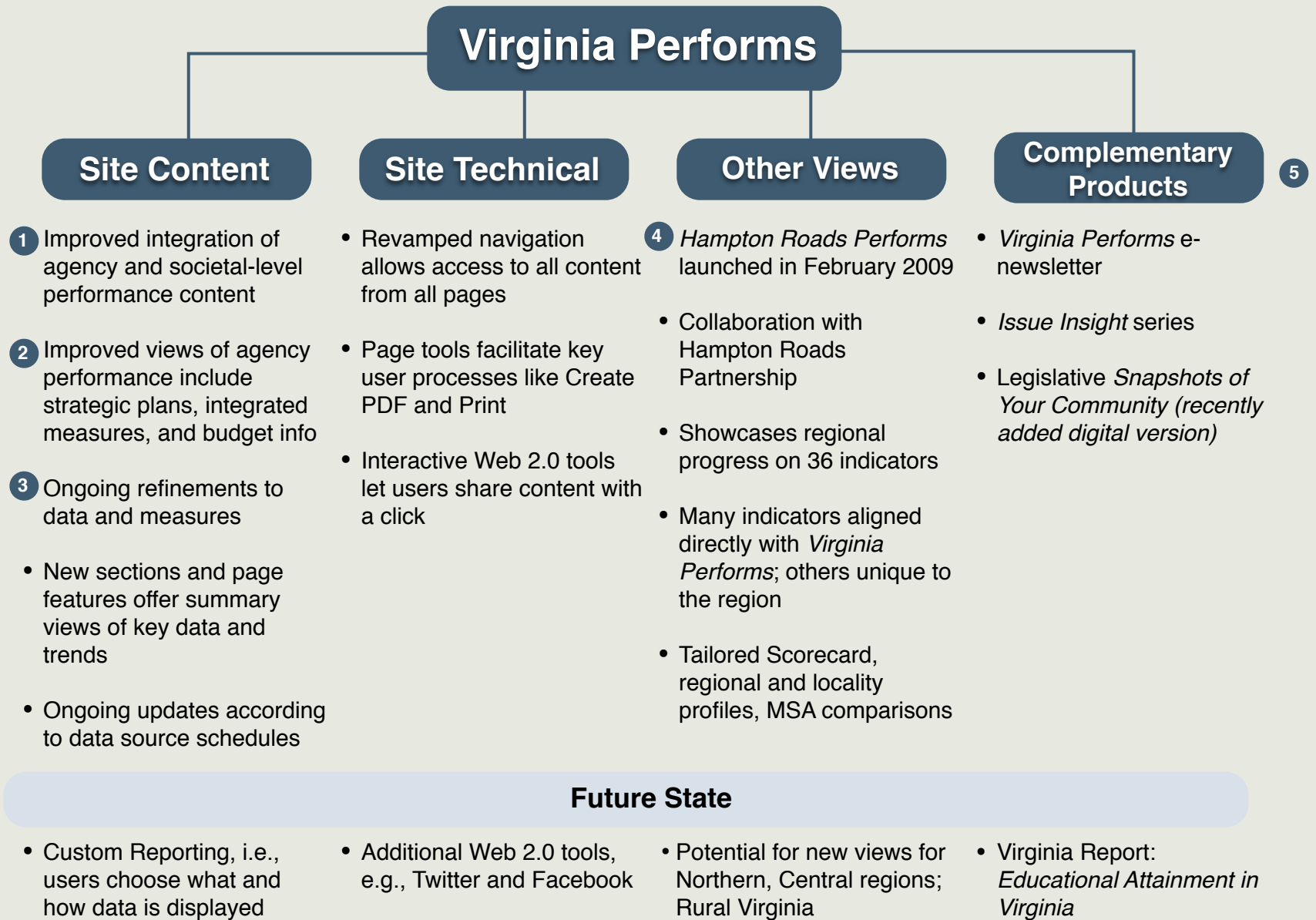
Highlights: Assessment / Virginia Performs



Highlights: Assessment / Virginia Performs

- ❖ Continued Evolution of Virginia Performs
- ❖ Examples:
 - ▶ Enhanced Integration of Agency and Societal-level Data
 - ▶ Integrated Display of Plans, Measures, and Budget Information
 - ▶ Refinements to Data and Measures
- ❖ Hampton Roads Performs
- ❖ Product Examples
- ❖ Key Components
 - ▶ Scorecard at a Glance
 - ▶ Key Objectives at a Glance
 - ▶ Productivity Measures at a Glance

Virginia Performs: Continued Evolution



1 Improved Integration of Performance Data Across Site

Virginia Performs home page now incorporates strategic planning and objectives by Secretariat

Agency Performance Plans

Key Objectives at a Glance

Explore by Secretariat how state agencies set and measure their performance goals and targets.

- Administration
- Agriculture & Forestry
- Commerce & Trade
- Education
- Finance
- Health & Human Resources
- Natural Resources
- Public Safety
- Technology
- Transportation

State Agencies

Explore performance measures by agency

Summary pages now include Goal-related agency objectives & strategic plans (e.g., Economy)

Agency Planning & Performance

Key objectives in Economy

Related Secretariats

- Commerce & Trade
- Agriculture & Forestry

Related Agency Strategic Plans

- Dep't of Business Assistance
- Dep't of Housing and Community Development
- Dep't of Labor and Industry
- Dep't of Mines, Minerals and Energy
- Virginia Economic Development Partnership
- Virginia Employment Commission
- Virginia Tourism Authority

Indicator pages provide at-a-glance summary info and link directly to related agency key performance measures (e.g., Employment Growth)

At a Glance: Employment Growth in Virginia

Performance Trend:
State Influence: limited

National Ranking: 18th in 2007. Although the speed at which jobs are added has declined recently, this slowed pace is due in part to low unemployment. Virginia's average wage of \$45,899 exceeded the national average of \$43,888 in 2007 and ranked 10th nationally.

Virginia by Region: In 2006 the West Central region experienced the highest rate of job growth, while the Northern region led the state in terms of average annual wages/salaries.

Related Agency Measures

- New jobs created through VEDP assistance
- Companies helped by Workforce Services Jobs Investment Program

2 Improved Views of Agency Performance Information

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[Home](#) | [Agency Performance](#) | [List All Agencies](#)

Measuring what matters to Virginians

VISION
FOCUS
RESULTS

[Overview by secretaries](#)
[Agency Login](#) (password)

Virginia Employment Commission (182)

Mission

The Virginia Employment Commission's mission is to promote economic growth and stability by delivering and coordinating workforce services to include: policy development; job placement services; temporary income support; workforce information; and transition and training services. To accomplish our mission, we will: partner with our stakeholders; develop and empower staff; improve our processes; embrace innovative solutions and technologies; and continually renew our organization.

Strategic Plan

Last modified: 8/29/2008

☐ [View Full Agency Plan](#)
☐ [Custom Report](#)

Select a service area plan

Budget Summary

Biennium	Dollars		Positions	
	Year 1	Year 2	Year 1	Year 2
2008-2010	\$580,220,861	\$585,220,862	865	865
2006-2008	\$612,672,634	\$624,804,768	1,038	1,038
2004-2006	\$597,248,040	\$571,854,736	1,068	1,042

There are [1 capital projects](#) for this agency in Chapter 879, 2008 Acts of the Assembly.

Source: DPB's VABUD database - [More Budget Info](#)

Performance Measures

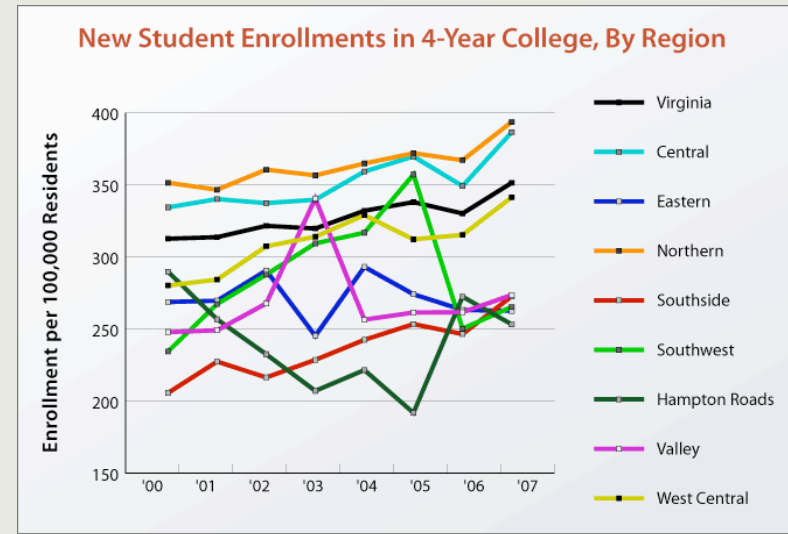
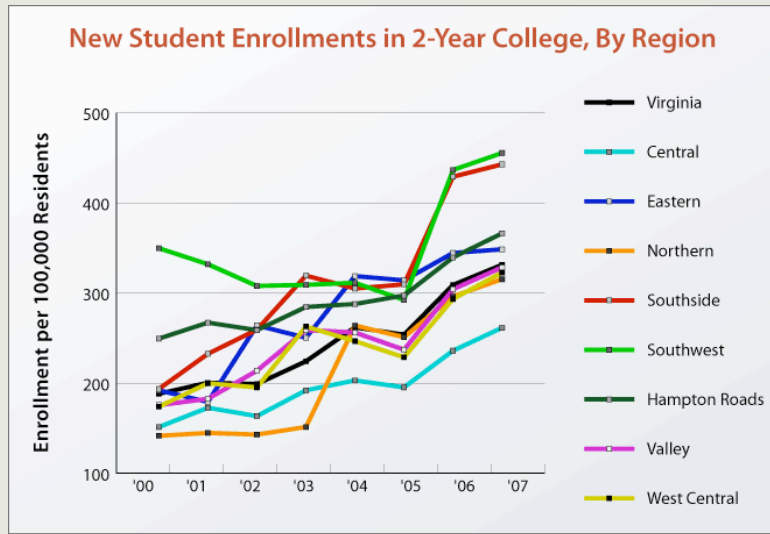
☒ [Governor's Key Measures](#)
☐ [Productivity Measures](#)
☐ [Other Agency Measures](#)
☐ [Administrative Measures](#)

☐ [Browse Measures](#)
☐ [Measure Reports](#)

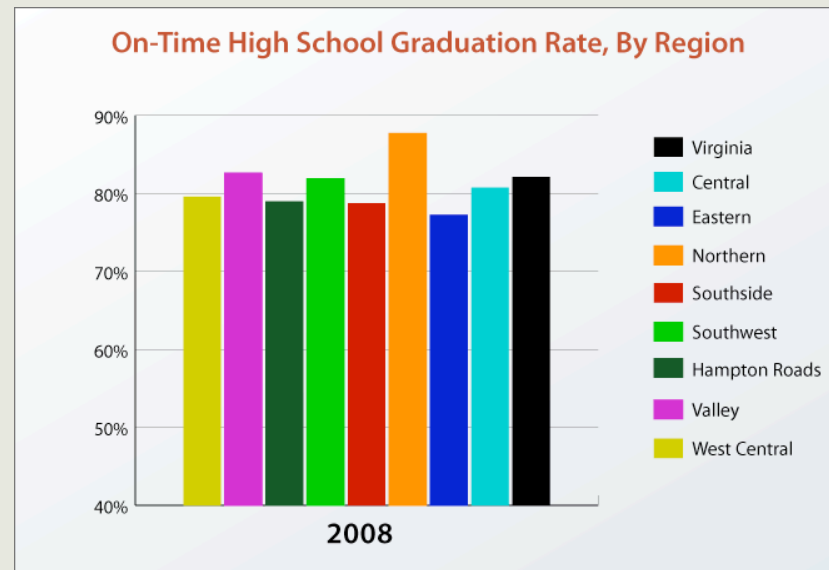
Measure
Wagner-Peyser Entered Employment Rate
Timely Payment of Unemployment Insurance Benefits
Statewide Unemployment Rates

3 Examples of Refinements to Data and Measures

New Measure to Track College Enrollments by Virginia Region



New On-time Graduation Rate



4

Hampton Roads Performs

Virginia.gov Online Services | Help | Governor | General Assembly

Search Virginia.gov GO

Virginia Performs Home | About Virginia Performs

Measuring the quality of life in Virginia's Hampton Roads

Hampton Roads★Performs

Home | About Hampton Roads Performs | Contact Us
Hampton Roads Scorecard | Regional Profile | Locality Profiles

Economy Education Health & Family Public Safety Natural Resources Transportation Government & Citizens

Search the site... Go

Hampton Roads Partnership Strategic Goals

- Quality Workforce
- Competitive Economy
- Modern Infrastructure

Measuring the Quality of Life in Virginia's Hampton Roads

Hampton Roads is a vibrant region for people to live, work, and visit. People in the region are unified by a common desire to improve their quality of life through ever-greater economic opportunities and an outstanding environment.

Hampton Roads Performs tracks our progress and provides insight into those aspects of life that will ensure the region's competitive position in the global economy. See how the region is doing overall on the [Hampton Roads Scorecard](#). And explore the 7 quality-of-life categories above (Economy, Education, etc.) to see how Hampton Roads compares to other regions of Virginia and to metropolitan areas outside the state.

Measuring Up in Hampton Roads

Getting Down to the ABC's

In order to fully benefit from instruction, children must come to kindergarten with many basic skills already established. In Fall 2007, almost 14% of kindergarten students in Hampton Roads were identified as needing extra help with literacy fundamentals. A working group is now exploring what data is available to track and make progress in those areas that help children, families, and communities "get ready" for school.

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WAI compliant

◀ Home page

Scorecard ▶

Hampton Roads★Performs

"Measuring the quality of life in Hampton Roads, Virginia"

The Economy, Education and Transportation indicators represent the current Strategic Goals of the Hampton Roads Partnership.

Economy	Education	Transportation
Business Startups ↑	School Readiness ↑	Land Use ↑
Employment Growth →	Third Grade Reading →	Public Transit ↑
Modeling & Simulation ↓	High School Graduation →	Traffic Congestion →
Net Migration ↓	High School Dropout →	
Personal Income ↑	College Graduation →	
Port / Maritime ↑	Educational Attainment →	
Poverty →		
Research & Technology ↑		
Unemployment →		
Workforce Quality →		

Health and Family	Natural Resources
Cancer ↑	Land Preservation ↑
Cardiovascular Disease ↑	Solid Waste and Recycling ↑
Child Abuse and Neglect ↑	Water Quality ↑
Foster Care ↑	
Health Insurance →	
Infant Mortality ↓	
Obesity ↓	
Suicide ↓	
Teen Pregnancy ↓	

Government & Citizens	Public Safety
Taxation ↓	Crime ↑
Voter Registration & Turnout ↑	Juvenile Intakes →
	Traffic Fatalities →

Performance Trend

↑ Improving
→ Maintaining
↓ Worsening

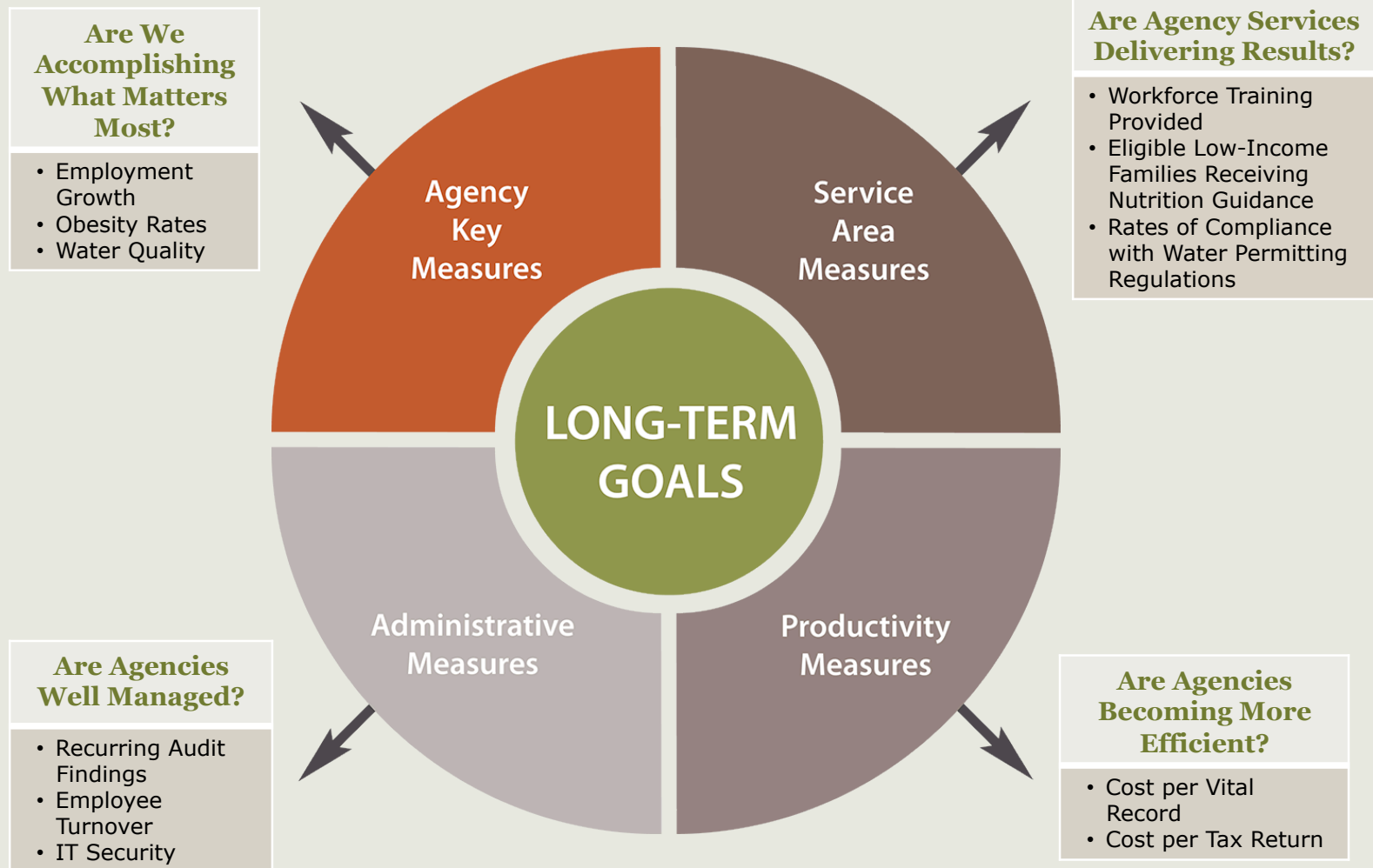
NOTE: Bolded indicators are unique to Hampton Roads Performs.

Hampton Roads
America's First Region

5 A Number of Products Complement the Web-based View



Virginia Performs: What Questions are We Trying to Answer?



Scorecard at a Glance

SCORECARD AT A GLANCE

Virginia Performs VISION FOCUS RESULTS
"Measuring what matters to Virginians."

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Business Climate	↑
Business Startups	→
Employment Growth	→
Personal Income	↑ ↻
Poverty	→ ↻
Unemployment	→ ↻
Workforce Quality	↑

Natural Resources

Goal: Protect, conserve and wisely develop our natural, cultural and historic resources.

Air Quality	↑
Historic Resources	→
Land Preservation	↑
Solid Waste and Recycling	↑ ↻
Water Quality	↑

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↑
3rd Grade Reading	↑
4th Grade Reading/Math	↑
High School Graduation	↑
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	→ ↻
Land Use	→ ↻
Traffic Congestion	↓

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Adoption	↑
Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	→ ↻
Foster Care	→ ↻
Health Insurance	↓
Immunization	↓ ↻
Infant Mortality	↓ ↻
Life Expectancy	↑
Obesity	↓
Smoking	↑
Suicide	→ ↻
Teen Pregnancy	→ ↻

Government & Citizens

Goal: Be recognized as the best-managed state in the nation.

Bond Rating	↑
Consumer Protection	↓
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Emergency Preparedness	↑
Juvenile Intakes	→
Recidivism	→
Traffic Fatalities	↓ ↻

Virginia's Eight Regions



- Valley Region
- Northern Region
- Central Region
- Eastern Region
- West Central Region
- Southwest Region
- Southern Region
- Hampton Roads Region

Performance
Trend

- Improving ↑
- Maintaining →
- Worsening ↓



Selected Agency Key Objectives

<div> <div>Selected</div> <div>Agency Key Objectives at a Glance</div> </div> <div> <div>Virginia Performs</div> <div>VISION FOCUS RESULTS</div> </div>			
<div>Economy</div> <p>Goal: Be a national leader in the preservation and enhancement of our economy.</p> <ul style="list-style-type: none"> Assist companies that are making investments in Virginia Increase international sales Build additional educational and innovation capacity in Southside and Southwest Virginia Reduce economic disparity among communities Increase employment among Virginians with low income and/or disabilities Increase financing for small businesses Increase market value of Virginia food, agricultural, and forestry products 	<div>Education</div> <p>Goal: Elevate the educational preparedness and attainment levels of our citizens.</p> <ul style="list-style-type: none"> Increase number of four-year-olds served by preschool initiatives Increase third-grade reading passage rate Increase high school graduation rate Increase career readiness of high school students Increase enrollment in GED and post-secondary degree programs Maximize higher education access and affordability 	<div>Health</div> <p>Goal: Inspire and support Virginians toward healthy lives and strong, resilient families.</p> <ul style="list-style-type: none"> Find permanent families for children in foster care Prevent child maltreatment Reduce teenage pregnancy, obesity, smoking and infant mortality Increase immunization rates Increase service delivery in community and family-based settings Improve birth outcomes for Medicaid recipients Help individuals maintain employment and independence 	<div>Public Safety</div> <p>Goal: Protect the public's safety and security, ensure a fair & effective system of justice, and provide a prepared response to emergencies & disasters of all kinds.</p> <ul style="list-style-type: none"> Decrease juvenile re-offense Reduce recidivism for Therapeutic Community Treatment participants Promote successful offender re-entry and compliance Decrease traffic fatalities Increase emergency and disaster response capability Ensure secure confinement and supervision of offenders Increase compliance with underage alcohol and tobacco use laws
<div>Natural, Historic & Cultural Resources</div> <p>Goal: Protect, conserve and wisely develop our natural, cultural and historic resources.</p> <ul style="list-style-type: none"> Improve and protect air and water quality Conserve and enhance resource lands Increase access to safe and affordable drinking water Recognize and help protect historic resources Increase public attendance at arts events Improve museum exhibits and educational programs 	<div>Transportation</div> <p>Goal: Ensure Virginia has a transportation system that is safe, allows the easy movement of people and goods, enhances the economy, and improves our quality of life.</p> <ul style="list-style-type: none"> Increase public transportation use Maintain, improve and develop railways Manage congestion growth Manage safety, security and performance of existing transportation infrastructure 	<div>Government & Citizens</div> <p>Goal: Be recognized as the best-managed state in the nation.</p> <ul style="list-style-type: none"> Support increase in voter participation Achieve best bond rates Issue timely tax refunds and respond to taxpayer inquiries in a timely manner Resolve complaints and bring practitioners into compliance 	<div>Virginia's Secretariats</div> <ul style="list-style-type: none"> Administration Agriculture & Forestry Commerce & Trade Education Finance Health & Human Resources Natural Resources Public Safety Technology Transportation

Selected Agency Productivity Measures

Selected Productivity Measures at a Glance

Virginia Performs VISION FOCUS RESULTS

Economy

Secretariats: Commerce & Trade, Agriculture & Forestry

- Cost per new job created by company expansion or location
- Unit cost of worker safety and environmental protection programs
- Cost per business-related license, registration or permit
- Unit cost of food inspections
- Cost per forest harvest site inspection

Education

Secretariat: Education

- Staff costs per fully accredited public school
- Unit cost of library educational programs
- Cost per museum visitor/program participant

Health

Secretariat: Health and Human Resources

- Cost per certified vital record
- Cost per registered nurse license
- Cost per patient day in state mental health hospitals and training centers
- Cost per dollar of child support collected

Public Safety

Secretariat: Public Safety

- Cost per ABC license
- Per capita cost of secure confinement
- Ratio of cost to successful re-entries
- Processing cost per veteran disability claim
- Cost per DNA and mitochondrial analysis

Natural, Historic & Cultural Resources

Secretariat: Natural Resources

- Cost per state park reservation
- Cost per water facility inspection
- Boat-related transactions per hour
- Cost per marine inspection
- Cost per certification of historic property rehabilitation

Transportation

Secretariat: Transportation

- Cost per vehicle registration renewal
- Average processing time for vehicle salesperson applications
- Average terminal time for trucks to pick up or discharge port cargo

Government & Citizens

Secretariats: Administration, Finance, Technology

- Cost per employee training session
- Average employer health claim cost
- Cost per registered voter
- Cost per accounting transaction
- Processing costs per income tax return

Virginia's Secretariats

Administration
Agriculture & Forestry
Commerce & Trade
Education
Finance
Health & Human Resources
Natural Resources
Public Safety
Technology
Transportation



Highlights: Productivity Improvement



Productivity Investment Fund

- ❖ **Mission:** Partner with Virginia agencies to identify, facilitate, and implement innovative solutions that reduce costs and improve service levels. The \$3 million fund was created in 2007 to complement the Council's focus on productivity improvement.
- ❖ **Process:**
 - ▶ Actively solicit ideas for innovative solutions to save money and improve service levels (e.g., "Town Hall" meetings).
 - ▶ Encourage unique multi-agency and public-private partnerships.
 - ▶ Facilitate proposal development to ensure project success.
 - ▶ Manage the project portfolio through an oversight board comprised of the Secretaries of Administration, Finance, and Technology.
- ❖ **Participation:** Interest in the Fund continues to grow. Three rounds of awards (both loans and grants) have been made, and a fourth request for proposals will be issued in July, with awards finalized in August.
- ❖ **Priorities:**
 - ▶ Enhance the solvency of the fund.
 - ▶ Increase cost savings opportunities.
 - ▶ Establish better linkages to performance and productivity measures.

PIF: Project Examples

Investment

Over \$2.6 million has been awarded for 23 projects across 17 agencies encompassing the majority of the secretariats.*

ROI

Projects will return more than 4.8 times the Commonwealth's investment over three years.

Crafting Innovative Solutions

9 Projects / 57% of Awards

- UVA Health System: Partner with rural health providers using **tele-medicine** technologies.
 - ~ Significantly enhances prenatal care in areas with less access to advanced healthcare capabilities.
- Department of Education: Evaluate **wireless mobile handheld technology** for the classroom, supplementing computers with devices such as Apple's iTouch.
 - ~ Could significantly reduce the cost of bringing computing and communications technology in-class to many more students.

Enhancing Process Efficiency

14 Projects / 20% of Awards

- Taxation: Five awards for technology-based **process improvements** that decrease operating costs and improve customer service.
 - ~ Savings estimated at \$2 million over three years.
- Mecklenburg Co. Public Schools: Documenting processes for **replacing standard office software** with free Google Applications.
 - ~ Mecklenburg saved \$123 K in the first year. If the free applications can be brought into other school districts, potential savings could be in the millions.

Improving Customer Service

7 Projects / 23% of Awards

- Virginia Employment Commission: Expand **online claims filing** for residents with out-of-state income.
 - ~ Claims processed online increased by 50%; processing error rate declined by 90%.
- Department of Business Assistance: The **Business One Stop** simplifies registration process for startups and replaces five disparate systems.
 - ~ Saves new businesses 3-5 days' time.

* NOTE: Seven projects that began under the program are now being funded by agency sponsors.



Special Issues Development: Educational Attainment



Education Pipeline in Virginia (DRAFT), May 2009

	School Readiness	Third Grade Reading/ Fourth Grade Math	Eighth Grade Achievement
Current State	<div>↑</div> <ul style="list-style-type: none">• According to PALS-K, the number of kindergartners needing additional instruction dropped from 19% in 2004 to 15% in 2008.• The Virginia Preschool Initiative served 15,639 children in the 2008-09 school year.	<div>↑ Math: 14th</div> <ul style="list-style-type: none">• Third grade reading scores are generally improving. Recent changes in the tests make year-to-year comparisons difficult.• Virginia's NAEP math score improved to 244 in 2007 from 240 in 2005.• The pass rate on the third grade reading SOL test was 84.6% in 2007-08.	<div>↑ Math: 8th → Reading: 16th</div> <ul style="list-style-type: none">• NAEP math scores increased to 288 in 2007 from 284 in 2005.• The reading score declined to 267 from 268.• A total of 34% of Virginia students had completed Algebra 1 by the eighth grade as of 2008.
	Targets	<ul style="list-style-type: none">• Increase the number of at-risk students served by the Virginia Preschool Initiative to 15,000 by the 2010 school year.	<ul style="list-style-type: none">• Increase the pass rate on the third grade reading SOL test from 84% as of January 2006 to 95% by December 2010.
Key Initiatives	<ul style="list-style-type: none">• Governor's Working Group on Early Childhood Initiatives• Start Strong Initiative• Smart Beginnings• Virginia Preschool Initiative	<ul style="list-style-type: none">• Early Intervention Reading Initiative• Reading First• Even Start Family Literacy Program	<ul style="list-style-type: none">• Middle School Mathematics Teacher Corps• Algebra Readiness Initiative• Board of Education Recommended Instructional Models/Programs• Making Middle Grades Work
	Key Organizations	<ul style="list-style-type: none">• Virginia Office of Early Childhood Development• Virginia Early Childhood Foundation• Board of Education Committee on Strengthening Early Childhood Education Programs	<ul style="list-style-type: none">• Southern Regional Education Board
Virginia Department of Education			
Virginia's P-16 Council			

Education Pipeline (DRAFT, May 2009, continued)

	Secondary Education	
	High School Graduation	College and Career Readiness
Current State	<p>4th (out of 18 states reporting)</p> <ul style="list-style-type: none"> The new On-Time Graduation Rate for 2007-08 was 82.1%. The new cohort Dropout Rate for 2007-08 was 8.7%. 	<p>↑ (Graded B+ by Measuring Up 2008)</p> <ul style="list-style-type: none"> A total of 15,657 students passed selected occupational competency assessments and industry certifications in 2007-08. 52% of diploma graduates received an Advanced Studies Diploma in 2007-08. In 2007-08, 19.0% of students were enrolled in AP, International Baccalaureate (IB), or dual enrollment courses. There were 14,121 registered apprenticeship participants as of December 2008.
Targets	<ul style="list-style-type: none"> Targets will be revamped based on the new On-Time Graduation Rates. 	<ul style="list-style-type: none"> By 2010 increase to 15,000 the number of students passing selected industry occupational assessments and industry certifications. By 2010 increase the % receiving an Advanced Studies Diploma to 57%. Increase AP, IB, and dual enrollment to 25% by 2010. Increase registered apprenticeship participants to 14,691 by 2010.
Key Initiatives	<ul style="list-style-type: none"> Project Graduation GED & Adult Education Middle College America Diploma Project New Technical Diplomas High Schools That Work Academic/Career Plans Grad/Completion Index 	<ul style="list-style-type: none"> Common Core State Standards Initiative Early College Scholars Dual Enrollment GEAR UP Path to Industry Certification Virtual Advanced Placement School Career Coaches / Pathways / Academies Advanced Placement / Intl. Baccalaureate Programs Tech Prep
Key Organizations	Virginia's P-16 Council	
	Virginia Department of Education	
		Virginia's Workforce Council

Education Pipeline (DRAFT, May 2009, continued)

	Post-Secondary Education	
	Associate's Degrees	Certifications & Workforce Training
Current State	<p>↑ 26th (Assoc. Degrees within 3 years)</p> <ul style="list-style-type: none"> 27.2% of students pursuing an associate's degree beginning in Fall 2004 had graduated within three years (NCHEMS). The transfer rate for VCCS graduates transferring in Virginia in 2006-07 was 33.7% for all graduates and 64% for transfer program graduates (VCCS). 	<p>↑ 8th (50-state poll of workforce training), 9th (New Economy Index Workforce Education)</p> <ul style="list-style-type: none"> In 2007-08, VCCS awarded 4,230 Career Readiness Certificates; a 35% increase over the prior year (VCCS). In 2007-08, VCCS served 234,875 individuals through workforce development initiatives.
Targets	<ul style="list-style-type: none"> Rank in the top ten percent in the nation with respect to graduation, retention and job placement rates (Source: VCCS Dateline 2009). Triple the number of graduates who successfully transfer to 4-year colleges and universities (Source: VCCS Dateline 2009). 	<ul style="list-style-type: none"> Increase the use of Career Readiness Certificates 10% annually beginning in 2007 (Source: Workforce Development Strategic Plan.) Provide workforce training programs for 225,000 individuals annually (Source: VCCS Dateline 2009).
Key Initiatives	<ul style="list-style-type: none"> Achieve the Dream Guaranteed Admissions Agreements VCCS Education Wizard and Virginia's Career VIEW VCCS Dateline 2009 Strategic Plan Institution-specific goals, targets, and strategies 	<ul style="list-style-type: none"> VCCS Workforce Development Services Career Readiness Certificates Workforce Investment Act (WIA) One-Stops Apprenticeship-related Instruction Workforce Development Academy Career Coaches / Pathways Institution-specific goals, targets, and strategies
Key Organizations	Virginia Community College System	
	Virginia's Workforce Council	
	Virginia's P-16 Council	
	State Council of Higher Education for Virginia	

Education Pipeline (DRAFT, May 2009, continued)

Post-Secondary Education	
	<div>Bachelor's Degrees</div> <div>Post-Baccalaureate</div>
Current State	<div> <p>↑ 9th</p> <ul style="list-style-type: none"> 63% of students pursuing a bachelor's degree starting in Fall 2001 had graduated within six years. (NCHEMS) In 2007, 41.7% of 18-24 year-olds in Virginia were enrolled in post-secondary education (2007 American Community Survey). In 2007, 33.6% of Virginia's population ages 25 and over attained at least a bachelor's degree (2007 American Community Survey). </div> <div> <p>↑ 4th (Master's Degrees), 5th (Professional Degrees), 4th (Doctorates)</p> <ul style="list-style-type: none"> In 2007, 14.4% of Virginia's population aged 25 to 64 had at least a graduate or professional degree (NCHEMS). In 2007-08, Virginia's public institutions produced 10,933 Master's degrees, 1,442 First Professional degrees, and 1,367 Doctorates (SCHEV). </div>
Targets	<div> <ul style="list-style-type: none"> Established by each institution and not all are specific. Includes graduation and retention rates. Increase the proportion of 18-24 year-olds enrolled in post-secondary education to 39% in 2010. (Source: Workforce Development Strategic Plan) Increase the proportion of 25-65 year-olds with at least a bachelor's degree to 37% by 2010. (Source: Governor's Economic Development Strategic Plan). </div> <div> <ul style="list-style-type: none"> Established by each institution and not all are specific. Includes graduation and retention rates. By 2013-14, Virginia's public post-secondary institutions project annual degree production of 12,621 Master's degrees, 1,388 First Professional degrees, and 1,520 Doctorates. </div>
Key Initiatives	<ul style="list-style-type: none"> Liberal Education & America's Promise (Baccalaureate) College Access Challenge Grant Program Initiatives Virginia Mentor Virginia's Career VIEW Guaranteed Admission Agreements Institution-specific goals, targets, and strategies under the Restructuring Act
Key Organizations	<div>State Council of Higher Education for Virginia</div> <div>Virginia's P-16 Council</div> <div>Virginia's Workforce Council</div>